

PD-ADM-419
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PROJECT ASSISTANCE

COMPLETION REPORT

TRAINING FOR DEVELOPMENT

(511-0584)

December 31, 1995

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I. Project Data

Project Title: Training for Development
Project Number: 511-0584
PACD Grant: Original 08/27/85 ,Amended 06/30/95
Implementing:
Agencies: None
Financial Status: (In 000's)

AID (In 000's)		Counterpart (In 000's)	
PLANNED	ACTUAL	PLANNED	ACTUAL
4,700	4,700	1,600	1,600

II. Project Background

The Training for Development project was designed at a time when Bolivia faced a severe economic crisis, in the early 1980's, and when the drain of professionals was at its peak. The TFD sought to train professionals to replenish the supply of qualified professionals who had the potential to hold leadership and decision-making positions in the public and private sector to effect changes in policies and in support of the economic and social development of Bolivia.

The project goal was to promote Bolivia's economic recovery and to enhance its democratic system.

The project purpose was to expand Bolivia's human resource base by increasing the number of U.S. trained individuals who occupy or have the potential to occupy policy level and leadership positions in the private sector, the Government and the labor movement.

In 1985, the project planned to initially train 16 masters and 176 short-term participants for a total of 2.5 million. In 1990, after a mid-term evaluation and an assessment of the project's accomplishments, it was amended to 6.5 million, to train 63 LT and 160 ST. Also, an in-country training component was added to the project to train 160 participants. Later on, another amendment reduced the funding to 4.7 million.

The 1990 mid-term evaluation established that selection criteria during the first years of the project was not clearly defined and implemented, resulting in the selection of individuals who did not have sufficient English language skills, and did not have the required GRE/GMAT scores for study in the U.S. and which resulted in situations where trainees remained in training for long periods at costs which exceeded averages.

Recommendations and guidelines resulting from the mid-term evaluation were: 1) clearer selection criteria, 2) training of individuals in third-countries when the lack of English was a barrier, 3) training of as many women as feasible, although a quota was not set, 4) sponsor's agreement to re-employ returned trainees after training, 5) inclusion of health and environment as themes for training.

During mid-1990 an aggressive and well coordinated effort was initiated to provide information about long-term scholarships under the TFD throughout Bolivia, making personal presentations in larger cities like La Paz, Santa Cruz, Cochabamba and Oruro. Advertising of the training opportunities under the project was placed in as many national and local papers as feasible, to encourage individuals from throughout the country as well as women to apply. Finally, arrangements were made with the bi-national centers to test applicants on TOEFL, GRE and GMAT.

These efforts netted approximately 15-20 candidates to the master's program per year. Women were rarely more than 30% of the pool of applicants. Many applicants were disqualified from training in the U.S. due to their lack or insufficient English language skills. However, a number of non-English speaking, but otherwise highly qualified participants, went for training to third countries, to programs with outstanding reputations throughout the region.

Recruitment for short-term and in-country training was done under a different approach. Scholarships were offered to target institutions, most recommended by technical offices associated with projects and/or institutions supporting their strategic objectives. Short-term and in-country training attracted a significantly higher number of women, probably because of the reduced time they needed to be away from home for training, compared to the average two years for a master's program. In country training took place not only in La Paz, but in other departments including Pando, the most economically disadvantaged and remote in Bolivia.

At the conclusion of the project, a final evaluation conducted in August of 1995, determined and concluded that the project had met its goal and purpose.

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III. QUANTITATIVE TARGETS

The TFD, after its amendments, had very concrete and absolute targets: 160 short-term, 60 Democracy Awareness participants, 63 long-term and 160 in-country participants to be trained by June 30, 1995.

By the PACD, all targets were met and exceeded. A total of 63 Long Term participants were trained, 15 women (24%) and 48 men. Of the 172 Short Term participants 50 were women (29%) and 122 men.

The Democracy Awareness component of the project, terminated only two years after the project's start, trained 60 individuals, with social and economic disadvantage, in short-term programs in the U.S. This component was terminated upon the arrival of the Andean Peace Scholarship Program in 1987 which sought to train socially and economically disadvantaged leaders and women.

The in-country component, funded with local currency, was implemented via an agreement with IDEA, a local training institution with programs geared to management training. A total of 338 participants were trained in five years. Of these, 223 were male and 104 female.

Host-country contribution was originally set at 3.1 million, and later amended to 1.6 million. The major portion of host-country contribution consisted of salaries paid to participants while in training. Participants' salaries were originally estimated at a rate almost twice as high as real salaries earned; thus the amendment reduced the host-country contribution to about one half of the original figure. The actual host-country contribution met the 25% required for all projects.

The 633 participants under the TFD were trained in fields such as business, economics, finance, agrobusiness, banking, women in development and leadership, public administration, the environment, health, demography, gender and project design and evaluation among others.

Although recruitment efforts were directed to all nine departments of Bolivia, the majority of participants were from the larger departments of Bolivia.

Of note under this project are the qualitative achievements, translated into specific professional growth situations after training. The direct and indirect impact on economic and social development, policy-making, change in institutional behavior, new programs and projects, and individual growth, are difficult if not impossible to account for. However, most if not all of the master's participants have reached decision-making and change-effecting positions in the public and private sectors. Some examples are positions such as President of the Central Bank, Secretary of Finance, Director General Accounting Office, Director National Institute for

Statistics, Minister of Finance, bank executives, advisors to the GOB, CEO's in the private sector, directors of important projects in the public sector and consultants to international organizations working for Bolivia, which returned trainees assumed after training.

IV. LESSONS LEARNED

The TFD did not set any limitations as to the income and social status of applicants, but sought individuals with potential. Many who applied for scholarships were required to make a partial financial contribution. The majority were not. With few exceptions, any future programs should seek participant contribution towards the cost of their training.

Targets to train women should be determined based on real populations of women.

Outputs and impact expected must be clearly stated. Persons trained is not an adequate impact indicator .

Agreements between employers, trainees, and funders prior to training must be realistic, enforceable, and must promote the productive utilization of the skills acquired by the trainee, and not be a mere legalistic instrument.

Overall, the TFD was a successful project, which reached leaders and potential leaders, trained a significant number of women and which satisfied a felt need for qualified professionals in the private and public sectors.

Its three components (Long and Short Term and in-country training) had tremendous success and reached populations from throughout Bolivia.

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